

The Protection Ranger

The Newsletter of the U.S. Park Rangers Lodge, Fraternal Order of Police
Special IACP Issue



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IACP Report Released: Lodge Victory!

We Win! The U.S. Rangers Lodge of the Fraternal Order of Police is proud to announce the release of the IACP report on NPS law enforcement.

Immediately upon learning that the IACP report had been presented to Director Stanton, we filed a Freedom of Information Act (FOIA) request for the report at WASO the next day. We had also asked friendly senators and representatives to demand that it be released to the field and the public. The NPS told Representative Nethercutt's office that the report would not be released because it was "unfinished" – we supplied documentation that it was indeed finished.

However, on Wednesday, November 29th – the 20th business day after the NPS received our FOIA request and the statutory limit set by Congress for a response, the 115 page report was put on the NPS web site:

www.nps.gov/refdesk/hotdocs.htm. The Lodge also obtained an easier to download version of the report, now posted at www.rangerfop.com.

"The report vindicates 13 years of Lodge work in trying to improve the ranger profession" said Randall Kendrick, Executive Director of the Lodge.

Among the Lodge recommendations we've made over the years, now endorsed by the IACP report:

- ▶ More Rangers – Over 600 recommended.
- ▶ More Money for Equipment.
- ▶ Better Communications.
- ▶ A Field Training Program.
- ▶ Better In-Service Training.
- ▶ A Distinctive Uniform.
- ▶ Fixing the Medical Standards Program.
- ▶ Improvement in Management and Leadership.
- ▶ Replacing USPP Captains in regional positions with rangers.
- ▶ Commissioning non-commissioned Chief Rangers.

Recruitment Information and Brochure Enclosed!

Your U.S. Rangers Lodge Requests Donations

We have not raised dues in six years, yet we are faced with several critical issues that are stretching Lodge resources. Please help support Lodge efforts to get the IACP recommendations implemented and to fix RM57, the NPS system of medical standards.

We also are faced with what may be new standards for granting 6[c] retirement to our members in the USF&WS, USFS, and NPS. It looks like the standard is reverting to the old discredited investigator standard rather than the police officer standard that was won in the Jim Ferrier case.

Please don't let the following headlines be the last good news the Lodge is able to generate because we lack the money to carry on:

- ▶ Lodge Wins Release of IACP Report.
- ▶ Lodge Gains Support of Representatives Nethercutt and Regula in Fight Against RM 57.
- ▶ Lodge Helps Members Get over \$350,000 in Back Pay in NPS On-Call Case.
- ▶ Lodge Efforts Result in NPS Rangers Attaining 6[c] Enhanced Retirement.
- ▶ Ranger Lodge Assists Members in Getting out of Required Occupancy of Government Quarters.
- ▶ Lodge Efforts Result in First Ever NPS Purchased Soft Body Armor for Rangers.
- ▶ Lodge Donates Time to Make Sig Sauer Purchase Program Work for Members.

- Getting Background Checks for Superintendents and Assistants who administer LE programs.

The report doesn't mention the Lodge by name, but it does state that the claims from the field ranger are correct, reasonable, and should be heard.

The Lodge hopes that NPS management, after paying a few hundred thousand dollars for expert advice (that could have been obtained free from reading our Lodge newsletter, the *Protection Ranger*), will now focus on implementing the proposals. Actually, we'd settle for them implementing the proposals of the **last** IACP survey! Yes, the IACP found that it had done a previous NPS study in 1970, and the recommendations then were very close to those in their current study!

Obviously, implementation is the key. With that in mind we ask your assistance. The NPS is putting together an implementation team. We ask you to e-mail your Regional Director with the following message:

Dear Regional Director:

I understand that you will be naming a regional representative to the team assigned to implement proposals from the IACP study on NPS Law Enforcement. These proposals largely arose from the field. If the effort to improve the NPS law enforcement program to is to be successful, the candidate must possess qualifications that link him or her to the field and successful field operations.

Specifically, to be credible to the field ranger in light of this report, the candidate you recommend:

1. *Must have recent field experience in managing a law enforcement operation, and working close to the field.*
2. *Must be recognized by supervisors,*

peers, and subordinates for currently or recently running an outstanding field program.

3. *Must have an outstanding reputation for ethics.*
4. *Must exemplify current best practices in law enforcement.*
5. *Must be commissioned, as recommended by the IACP.*

The candidate you select will have a chance to affect the future of NPS law enforcement, and the lives and careers of thousands of rangers. In following these guidelines, I am confident that your selection will have the knowledge and background to accomplish great things for the Service.

IACP Report: Summary and Comments

*The following is a condensed version of most of the listed recommendations in the IACP report, and the Lodge positions on them. IACP recommendations are in **bold**, Lodge comments are in italics.*

Priority Recommendations:

- **Create the position of Associate Director for Emergency Services and Law Enforcement.**

Concur: Reference the Lodge's joint statement with the USPP FOP this year, as forwarded to the IACP in January, 2000.

- **Create a tiered structure of law enforcement goals, objectives, and effectiveness measures.**

Concur. It has been our long-held position that management has been ignoring LE in planning.

- **Ensure that law enforcement objectives are reflected in the NPS strategic plan.**

Concur: This information was forwarded by the Lodge to the IACP in January or February, 2000, and

mentioned in the Lodge newsletter.

Lodge Seeks New Members!

The ability of the Lodge to work on behalf of the membership depends a great deal on how many members we have. Because a large percentage of rangers belong to the Ranger Lodge, we have developed the clout to be effective. More members equals more progress.

Please share the enclosed brochure with officers from the NPS, BLM, USFS, USF&WS, the COE, and state and local officers in land management agencies.

We are working to benefit officers who take care of America's resources; they need the US Ranger Lodge and we need them to be members.

Try and make it your goal to recruit at least one new member to the Lodge this winter season and recruit another by mid-summer. It's an investment in your future too.

- **Revisit park Superintendent law enforcement accountability requirements and protocols.**

Concur: Information on this was forwarded to the IACP throughout early 2000 by the Lodge.

- **Reestablish a system of strict and frequent park law enforcement audits.**

Concur. It has been our long-stated position that managers need to be held accountable for failures in the LE program.

- **Increase the current complement of law enforcement rangers by 615, the number determined to**

be needed by the V-RAP process and reported to Congress.

Concur, as in interim step. Additional needs must be assessed based upon improved V-RAP models within 3 years.

- **Develop a data-driven plan to justify allocation and scheduling of new rangers.**

Concur, as long as the plan provides for ranger safety as a priority.

- **Increase productivity of current and future rangers through new technologies, joint efforts with other agencies, and other productivity-enhancing initiatives.**

Concur.

- **Establish ranger recruitment, selection, promotion, and performance evaluation policies and programs that conform to professional law enforcement standards.**

Concur.

- **Ensure that every ranger has or has access to a full complement of essential law enforcement equipment and technology.**

Concur. Thirteen years of concurring, to be specific.

SECTION 1: ORGANIZATION

Recommendations:

To strengthen law enforcement organization, the following actions should be taken:

- **Create the position of Associate Director for Emergency Services and Law Enforcement.**

This directorate should host fire (structural and wild lands), emergency medical services, search and rescue, and law enforcement

(including training). A Chief Ranger should head the Law Enforcement Division.

Concur: We have been vocal on this since December, 1999, and believe that the Chief Ranger of the NPS shouldn't be a fee collector.

- **Fill the Law Enforcement Division with specialists in law enforcement information, technology, human resources, crime and service analysis, training, planning and research, written directives, and audits and inspections.**

Concur: WASO RAD staffing is at a fraction of what it should be. This is our longtime position, and was reported to the IACP.

- **Revisit park Superintendent accountability requirements and protocols.**

Concur: Holding superintendents accountable was a key component of our presentations to the IACP.

- **Reestablish a system of strict and frequent park LE audits.**

Concur: Again holding superintendents accountable was a key component of our recommendation.

- **Consolidate the law enforcement human resources management function under the Associate Director for Emergency Services and Law Enforcement.**

Concur, but with a question: Why is it important to stovepipe law enforcement human resources, but not stovepipe the rest of the law enforcement program?

- **Establish policies to ensure that chief rangers and all other law enforcement administrators at the regional and WASO offices are commissioned.**

Concur with a smile: 1. Long-held Lodge position; 2. Imagine these folks having to take the PEB and pass medical standards. Something

makes us think they'll find a way of grandfathering these people when they couldn't do the same for the field ranger.

SECTION 2: V-RAP: THE NPS STAFFING REQUIREMENTS MODEL

Recommendations:

To establish and institutionalize a reliable staffing requirements and deployment model, the following actions should be taken:

- **Refine and validate the V-RAP model.**

Concur.

- **Establish minimum standards for the law enforcement staffing in each park/unit, using validated V-RAP projections.**

Concur. As recommended by the Lodge in December 1999, and forwarded to the IACP in January, 2000.

- **Mandate use of a V-RAP process for budgeting, resource allocation, and related law enforcement management functions - by each park unit.**

Concur. As recommended by the Lodge in December 1999, and forwarded to the IACP in January, 2000.

- **V-RAP data and analysis should be maintained by the central office and updated annually.**

Concur.

SECTION 3: STAFFING AND RESOURCE LEVERAGING

Recommendations:

To restore proactive law enforcement capacity and enhance ranger safety, the following actions should be taken:

- **Increase the current complement of rangers by 615, the number of LE rangers determined to be**

needed by the V-RAP process, and reported to Congress.

Concur. Also, we need to continue to increase staffing in the future as determined by V-RAP. We also need oversight to make sure V-RAP isn't misused for "bandwagon" programs, but is instead kept on track.

- **Develop a plan that justifies allocation and scheduling of new rangers.**

Concur. Rangers should go where they are needed most. Ranger safety should be a priority.

- **Multiply the value of current and future rangers by introducing productivity enhancement initiatives, park-by-park, and service-wide.**

Concur: Getting rid of weird collateral duties has been a Lodge issue.

- **Develop a law enforcement cost center.**

Concur, with a question: If stovepiping costs and human resources makes sense....

SECTION 4: GOALS AND OBJECTIVES

Recommendations:

The following actions should be taken to strengthen law enforcement objectives setting and measurement practices:

- **Create tiered structures of law enforcement goals and objectives.**
Concur.

- **Ensure that objectives are set by groups that include all ranger ranks.**

Concur. Thanks for bringing the field in.

- **Ensure that the objectives are**

sanctioned by appropriate executives.

Concur.

- **Ensure that objectives are documented and distributed to all personnel.**

Concur.

- **Develop one or more measures of achievement for each objective.**

Concur.

- **Ensure that objectives and measurements are used for planning, decision making, and performance evaluation at all levels of the NPS.**

Concur, with a caveat. Statistics gathering should not be a new collateral duty that takes time away from doing the job. Reasonable solutions using new technology are a way to do this.

- **Ensure that law enforcement objectives are reflected in the NPS strategic plan.**

Concur. This is almost directly out of our statement in December, 1999.

- **Objective compliance should be one component of a restored operations evaluation process.**

Concur: Also a position we've endorsed in the past.

SECTION 5: TRAINING

Recommendations:

To strengthen NPS training, the following actions should be taken:

- **Establish a Field Training Officer Program.**

Concur. A long-held, oft-stated position given to the LACP in January, 2000.

- **The seasonal basic program should be restructured. Future rangers should be hired as permanent subject-to-furlough employees to the extent practical and undergo the same training**

requirements as permanents.

Concur, with the provision that current seasonals be given priority placement, and not discarded. This could be used as part of a scheme to increase "diversity," on the backs of long-term seasonals.

- **Centralize responsibility for refresher training at the Park Service National Training Center at FLETC.**

Concur. This will require a long-term implementation in order to meet park needs.

- **Audit refresher training to ensure that national standards are met.**

Concur.

- **Intensify the level of management and leadership training accorded to Chief and supervising rangers.**

Concur. The lodge has been vocal on the lack of Agency leadership.

- **Develop closer coordination between Law Enforcement Training and Fire Training to ensure a close working relationship between the two emergency-based disciplines.**

We don't see this as a burning issue.

- **Create a comprehensive and reliable training records database at a central location.**

Concur.

SECTION 6: EMERGENCY COMMUNICATIONS

Recommendations:

To upgrade communications capacity and promote officer safety, the following actions should be taken:

- **Establish an Office of Technology at the WASO level to restructure NPS LE communications and technology.**

Concur, with a question: As long

as we're restructuring the budget, human resources, and communications...?

- Prepare a master plan to restructure law enforcement communications.

Concur.

- Consider developing regional dispatch centers in concert with the mandated narrow band digital deployment.

Concur.

- Establish comprehensive policy to regulate communications operations. Establish policy to ensure that all protection rangers have access to emergency communications, access to crime information systems, and have the ability to communicate directly with local law enforcement agencies.

Concur. Another long-standing Lodge position, furnished to the IACP in January.

- An agency-wide position description should be established for public safety dispatcher.

Strongly concur.

- In addition, we recommend developing a Field Training Module for Dispatch Operations and develop benchmark competency levels and certification forms as provided by the Association of Public Safety Communications Officials, Inc.

Concur.

- As an interim strategy, improve communication service to rangers through memorandums of understanding (MOU) and contracts with local communications centers. Regional cooperative efforts with other federal agencies should also be sought.

Concur.

SECTION 7: POLICIES AND PROCEDURES

Recommendations:

To strengthen the written directives situation, the following actions are recommended:

- Regard the recent release as a milestone, but also as only a starting point in the ongoing process of directives development and maintenance.

Concur.

- Establish a formal program to coordinate, on a continuous basis, NPS law enforcement directives activities.

Concur.

- Using the material forwarded by the IACP and reactions from the field, reexamine the newly issued directives for content gaps, internal inconsistencies, and non-compliance with professional law enforcement standards.

Concur.

- Reorganize/supplement the manual, paying attention to grouping of materials, indexing, cross-referencing, and other user-access considerations.

Concur, with thanks.

- Consider reformatting the presentation of directives.

Concur, with thanks.

- Establish a program to assess user understanding and compliance.

Concur, especially with the part about making the program non-boring.

SECTION 8: HUMAN RESOURCES MANAGEMENT: ORGANIZATION

Recommendations:

To strengthen the human resources function, the following action should be taken:

- Reorganize and place all aspects of human resources related to law enforcement function under the proposed Associate Director for Emergency Services and Law Enforcement.

Concur. This, hopefully, will put an end to the reign of terror put on NPS law enforcement staff by bitter personnelists, first with fighting our retirement, then in foisting and mismanaging the well-discredited medical standards program.

SECTION 9: HUMAN RESOURCES MANAGEMENT: RECRUITMENT AND SELECTION

Recommendations:

To strengthen the human resources function, the following actions should be taken:

- Establish a nationwide, centralized recruitment program.
- Concur. Seasonals should be given priority in converted positions.*

- Establish a nationwide, centralized eligibility register.
- Concur, especially if this means not having to fill out a 50-page application for each and every job rangers apply for.*

- Restructure the law enforcement selection process in its entirety. Ensure that from job analysis to completion of basic training the program complies with professional law enforcement standards.
- Concur.*

- Restructure the law enforcement promotion process, in its entirety. Ensure that it complies with professional law enforcement

standards.

Concur.

► **Reinvigorate Ranger Careers.**

If this means cleaning up the retirement backlog, and working to upgrade the journeyman level to GS-11 like other agencies, we're behind it.

CHAPTER IV: ISSUES AND OPPORTUNITIES

► **Memorandums of Understanding.** The entire practice requires study, planning, and oversight.

Concur.

► **Audits and Inspections.** Some years ago, the NPS conducted compliance audits. This core management function has become a victim of decentralization and downsizing. The inspection function must be restored.

Concur.

► **Background Investigations Standards.** NPS should adopt non-critical sensitive background determination for LE rangers.

Concur.

► **Backgrounds for Supervisors of Law Enforcement Functions.** All law enforcement administrators who have supervisory responsibilities over law enforcement programs or operations should have a complete and favorable background.

Concur. Say goodbye to convicted marijuana growers and peeping toms in superintendent positions. (And they thought we didn't know).

► **Medical Standards.** Confusing and questionable medical requirements also seem to be inhibiting the staffing process. It

is recommended that a group of field rangers and human resource administrators work to rewrite DO/RM 57.

Concur. We have lambasted the standards, Congress has, now the IACP. A re-write, not just a minor tweaking, is in order.

► **Detention/Holding Facilities.**

Concur.

► **A Law Enforcement Uniform.**

Concur. We've been all over this for years. We hope the committee will include field rangers.

► **Park Police Captains.**

Concur. This has been a Lodge position for 13 years.

► **Concession/Service Operations.**

Concur.

► **Specialized Teams.**

► *Slightly unclear, if this means improving the SET program that's been a stated Lodge goal since December, 1999.*

► **Housing.**

Concur. A long-held Lodge position.

► **Commissions.**

Concur. Having law enforcement supervisors commissioned is a position we've long advocated.

**Seasonal and Age 57
"Retirement"
Volunteers Needed**

The Lodge has been working to end the arbitrary NPS determination that seasonal LE rangers be required to leave the Service at age 57, even though they do not benefit from the 6[c] retirement system that necessitates this regulation and otherwise meet the physical requirements for a ranger.

We are happy to announce that Carleen Gonder, a seasonal USF&W officer, has agreed to coordinate research and action into changing this rule. Seasonals in their 50's should contact her to divide up the work involved. Remember, the Ranger Lodge achieves it's victories because individual rangers work to change conditions. Contact Carleen at: 26010 S. Smith Rd.; Cheney, WA 99004; res: 509-235-8011;

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